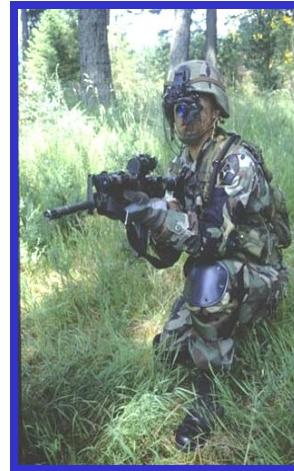




# ***Deputy Chief of Staff, G-1***

## **Personnel Transformation**



***Ms Lois Hickey  
Director, DCS,***

***"What we do does not change. G1 How we do them does"***

# **Purpose:** Provide a HQDA overview of current and future Personnel

## **Transformation efforts**

- **Vision, Tenets & Framework**
- **Products & Organization**
- **Personnel Enterprise System**
- **Force Structure**
- **Manning**
- **Well-Being**
- **Training & Leader Development**
- **Civilian Workforce**
- **National Security Personnel System**



# The Army Vision

*"Soldiers On Point for the Nation"*

## People

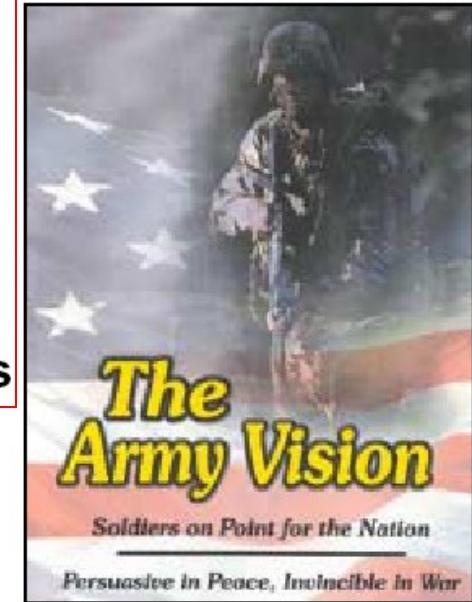
- **Soldiers -- Centerpiece of our formations**
- **Train Soldiers and grow leaders**
- **Leadership is our stock-in-trade**
- **Well being -- investment in Nation's security -- for soldiers, civilians, retirees, and their families**

## Readiness

- **Top priority**
- **Must maintain non-negotiable contract-- to fight and win the Nation's wars as we transform**
- **Support National Military Strategy-- meet JSCP and CINC\*\*requirements**

## Transformation

- **More strategically responsive and dominant at every point on the spectrum of military operations**

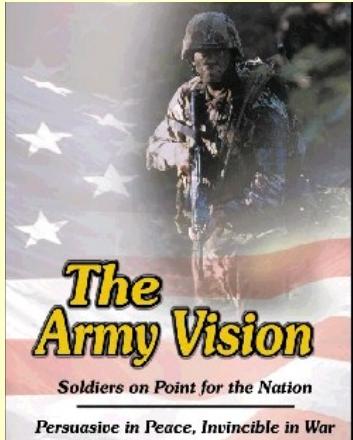


*"Persuasive in Peace, Invincible in War"*

\*\* New term is Combatant Commander



# Transformation of the HR Community



- People
- Readiness
- Transformation



**G-1 Vision:**  
**A comprehensive and integrated Human Resource capability that enables the manning, readiness and well-being of the Army through transformed programs, policies, processes, procedures and IT systems**

# Personnel Transformation Tenets

---

- A strategy and holistic approach to ensure all HR life cycle functions, policies, programs, and systems are improved and in place to support the Army's Current, Stryker, and Objective Forces
- Transform new business processes and procedures into a modern, responsive and timely HR System that enhances the manning, readiness, and well-being of the Army
- A comprehensive enterprise effort for all HR policies and functions
- Not a stand-alone system - Develop integration with Active, National Guard, Reserves, Civilian personnel and other DoD and Service elements in wartime, peacetime, active, or inactive status
- Ensure a single, comprehensive, and authoritative source

# Integration of All Personnel Transformation Related Actions

**Entry Point  
for  
External  
Initiatives  
and Good  
Ideas**

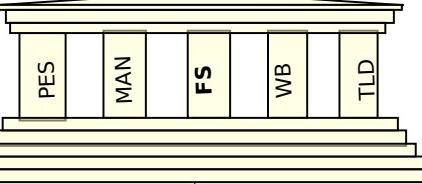
G-1 &  
CG PERSCOM

HR  
TTF

OTHER  
WG

T&LD

WG



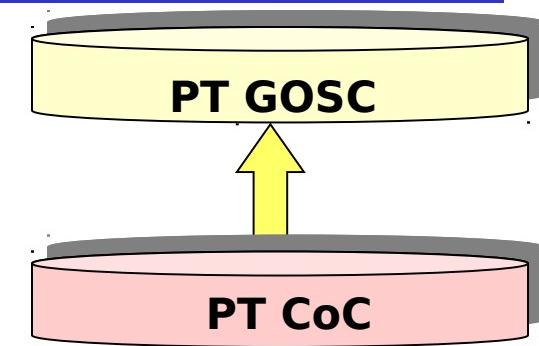
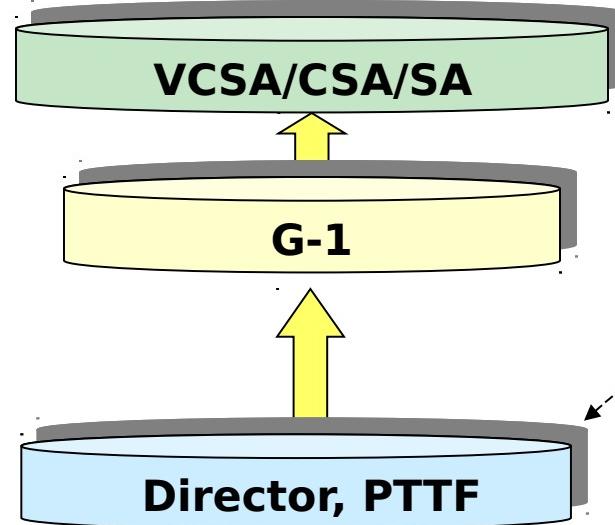
W-B TF

LO 3

UMTF

WG

**Pillar  
Working  
Groups**



**Existing Working  
Groups  
and Task Forces**

# Personnel Transformation Successes so far...

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- **2xCitizen AR-PERSCOM** - AR-PERSCOM's advanced web interface allows soldiers to view official military personnel file (OMPf) items, personal information, change address online, etc.



- **Official Military Personnel File (OMPf) On-Line** - Through the Army Knowledge Online (AKO) portal, soldiers can read their files
- **Field-to-File** - A companion to OMPf On-Line that allows soldiers to directly update their OMPf

F2F

- **Assignment Satisfaction Key** - Allows Active Component soldiers to post assignment preference information directly to the Total Army Personnel Database (TAPDB)



- **Soldier Assignment Model** - Allows assignment managers to match NCO requirements with eligible volunteers

SAM

- **Tactical Personnel System** - aids personnel accountability and manifesting in a deployed theater

TPS

# Personnel Transformation Successes so far...

## PERSTEMPO •

PERSTEMPO - Tracks soldiers eligibility for special per diem



- PERSCOM Online - PERSCOM's web interface with the field

- Army Knowledge Online (AKO) - A strategic transformer for the Army and a key component of Personnel Transformation

## On the Way...

## eMILPO

- eMilpo - The user interface for the web enabling of SIDPERS-3 functions

## DIMHRS

- DIMHRS - (the Defense Integrated Military Human Resources

System) Unclassified single, integrated system for all

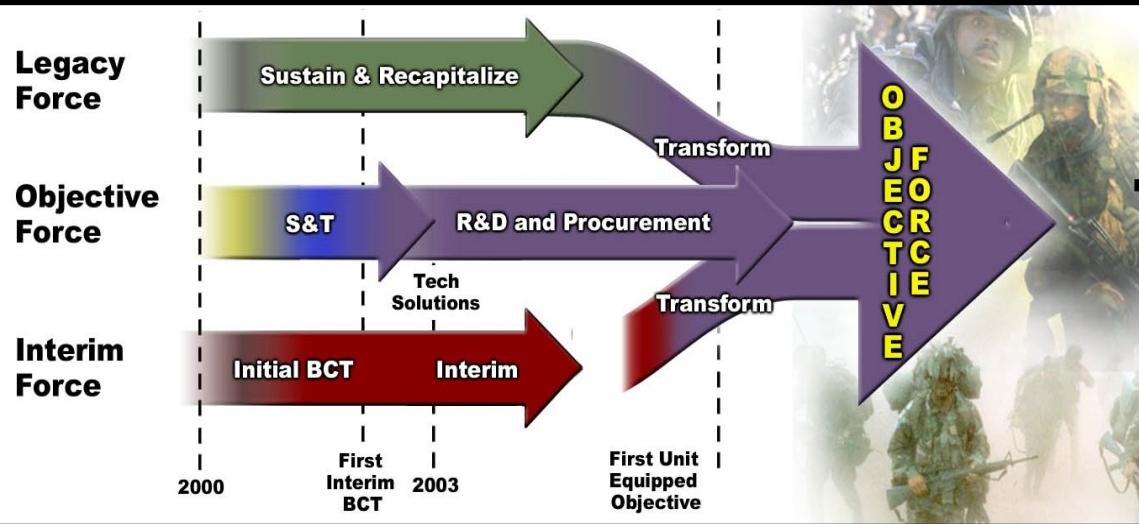
Department of Defense (DoD)

## Army eHR LAB

- Army exploration of PeopleSoft modules to replace legacy

systems not subsumed by DIMHRS

## HR Workforce Realignment



# Transformation Campaign Plan

## TCP Lines of Operation



# Deputy Chief of Staff, G1

## ASA (M&RA)(SAMR-ZA)

ASA Mr. Reginald Brown  
 XO COL Tony Stamilio  
 Mil Ast LTC Steve Apland  
 Asst XO MAJ Greg Pickell  
 Secretary Ms. Lee McWilliams

Room 2E468, Tab B

## DCS, G-1

DCS, G-1 LTG John M. Le Moyne  
 XO (Acting)COL Mary Westmoreland  
 AXO Ms. Martha Carden  
 Secretary Ms. Cheryl Barron  
 Mil Asst. MAJ Michelle Mitchell  
 CACO LTC Hurmayonne Morgan  
 CACO Ms. Brigitte Hanes  
 G-1 SGM SGM Gilbert S. Morales  
 Rooms 2E460/2E452/2C682, Tab A

## Mgmt Services ‡ (DAPE-ZXM)

Chief Ms. Debra Billington  
 Ch, Human Res Ms. Carol Geringer  
 Ch, IT Branch Ms. Shirley Boren  
 Ch, LOG/Admin Br CW3 Ronald Robert  
 Budget Officer Ms. Julia Saunders

Rooms 1D439/1D435 Tab C

## Initiatives Group (DAPE-ZXS)

Chief COL Bob Shaffer  
 G-1 PAO LTC Franklin Childress  
 Admin Asst Mr. Shelby Willis

Room 2E485, Tab D

## Deputy G-1 (DAPE-ZB)

Deputy G-1, MG Lawrence R. Adair  
 XO MAJ Gary Fletcher Room 2E436, Tab G

## PERSCOM (TAPC)

CG MG Anderson  
 COS COL Mikula  
 XO LTC Todd DCSOPS COL Gant  
 CSM William Hoffer Hoffman Bldg, Tab E

## Human Resource & Policy (DAPE-HR)

Director COL(Dep)  
 COL Kenneth Young  
 XO LTC Victoria Rosa  
 Admin Asst Ms. Dee Riddick

Room 2C687, Tab H

## Asst G-1 Civ Pers Policy (DAPE-CP)

Chief Mr. David Snyder, SES  
 Actg Dir, Civ Pers Mgt, Mr. Michael Vajda, SES, XO Ms. Cindy Perry  
 Secretary Mrs. Debra George  
 Secretary Ms. Winbush-Alexander

Room 2C453 and Hoffman, Tab J

## Plans, Resources & Operations (DAPE-PR)

Director Mr. Mark Lewis, SES  
 Dep COL Carolyn Jones  
 XO LTC John Baldini  
 SACO Ms. Barbara Bickelman  
 Secretary Ms. Jill Wasilewski

Room 2B450, Tab J

## Military Pers Policy (DAPE-MP)

Director BG Harry Axson  
 Dep COL Mark Collin  
 XO MAJ Todd Garlick  
 SACO Ms. Lois Stevens  
 ADSXXI Mr. Victor Samank

Room 1D431, Tab K

## MANPRINT (DAPE-MR)

Actg Director Dr. Michael Drillings,  
 Dep Mr. Taylor Jones  
 Prog. Anal Mrs. Marjorie Zelko  
 Prog. Anal Ms. Teresa Hanson

Room 2D477, Tab L

## Personnel Transformation (DAPE-PT)

Director Ms. Lois Hickey, SES  
 Dep Dir COL Philip Smith  
 PPBES Mr. Ed Arnold  
 XO LTC Steve Zappalla  
 SGM SGM Gerardo Medina  
 Secretary Ms. Deborah Ensley  
 Room 2D477, Tab F

## FLO (DAPE-FLO)

Chief Mr. David White  
 Admin Asst Linda Douglas  
 Room 2D652/54, Tab M

## RSO (DAPE-RSO)

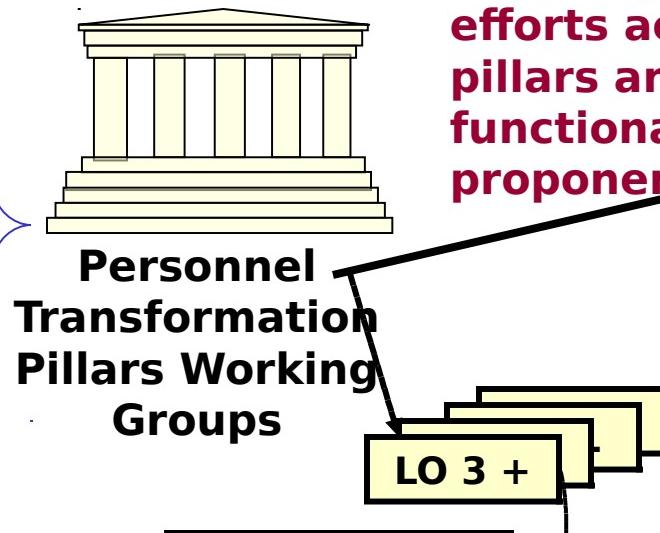
Chief Mr. John Radke  
 Dep Ms. Avis Allen  
 Hoffman, Tab N

‡ Dual-Missioned to support M&RA and G-1

As of: 4 August  
 2003

# Integration of Personnel Transformation into Army Transformation

**Goal:** Identify tasks, eliminate gaps and redundancies, synchronize efforts, identify resource requirements, keep visibility of status; update planning documents.



**Goal:** Sync. efforts across pillars and functional proponents

**Director, PTTF (Monthly)**

**Deputy G-3 (Bi-Monthly)**

**Goal:** Inform; azimuth

check; functional

**P.T. Council of Colonels (Quarterly)**

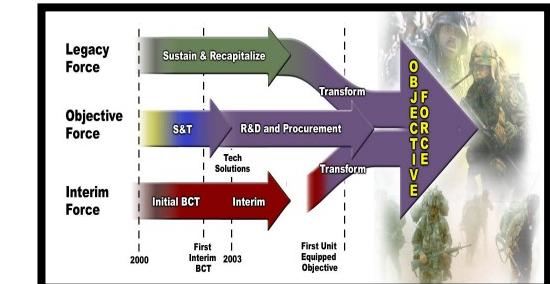
**Define strategic vision; ensure sync.**

**EOH**

**OR**

**P.T. Success depends on inclusion in Key Army Plans**

- OF White Paper
- Total Army Analysis
- POM The Army Plan



# Army Personnel Transformation

MANPRINT, Research (ARI) & Public Affairs

Per. Enterprise System (G-1 Ms. Hickey)	Force Structure (G-3 w G-1 Spt)	Manning G-1 Mr. Lewis / BG Axson)	Well-Being G-1 (COL (P) Flowers)	Training & Ldr. Develop. (G-3 & TRADOC w G-1 Spt)
Empirically-Based Policies	Redesign Per. Units & MOS	Recruiting Models	Family Programs Domestic Violence	Operational Indiv vs. Unit
Predictive Analytics	Reachback; Reduced footprint	Unit Manning / Rotation/Readiness	Employment & Ed. Opportunities	Institutional eLearning, OES & NCOES
Army eHR, (DIMHRS & Army specific	HR Equipment Documentation	Civilian Strategic Army Workforce	Housing / MWR	Self-Development 360° Tool &
Unobtrusive Record-keeping	Combined PERSCOMS	Retirement Options	Command Programs	Mentoring Values & Culture
Common architecture Network-centric	Workforce Mix / 3 <sup>rd</sup> Wave	Employer Support For Guard & Reserve	Pay/Health	OSD goal: 3 mo. max residence Officer/NCO courses

All pillars include Active, Guard, Reserve, Civilian Personnel, and Contractors.

# Personnel Enterprise System

## WHY:

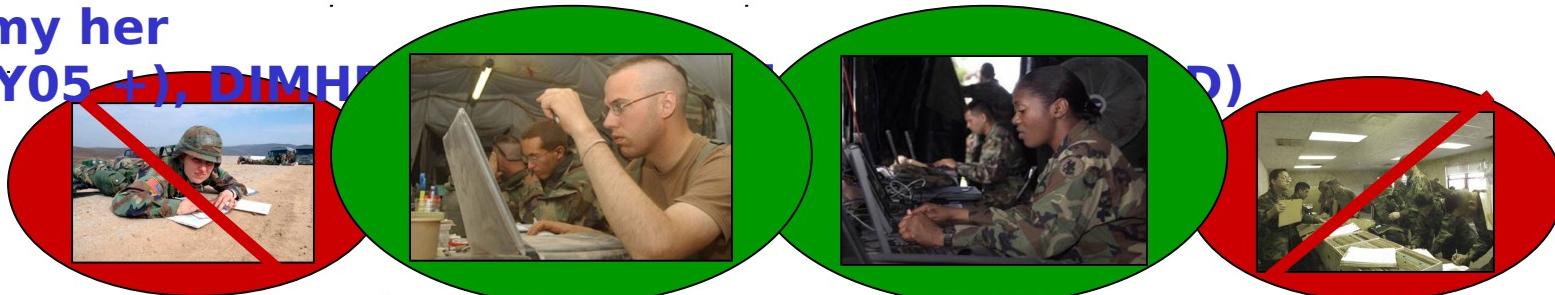
- Enabler for personnel community to reduce its battlespace footprint
- Sustain personnel combat power (e.g., strength accountability)
- Provide the Enterprise solution - personnel & pay, multi-COMPO, joint...
- Streamline processes, provide workflow

## WHAT:

Robust analytics, reduce decision cycles

Personnel Enterprise System Army FY04 conversion of 200 + systems into a single, web-based, enterprise personnel and pay system with common architecture and software with standard data definitions

- Includes near term: eMILPO (1 Aug 03), PERMS (AC completed, RC still working), Field to File (functional now)...
- Followed by DIMHRS Pers/Pay (FY04, but looking at FY05), Army her (FY05 +), DIMHRS (FY05 +), PERMS (FY05 +), F2F (FY05 +), eMILPO (FY05 +)



# Force Structure



## WHY:

- Reduce personnel footprint in the battle space
- Streamline command and control structure
- Realign organizations with the arrival of new technology (e.g., workflow and redesigned processes)
- Ensure critical battlefield functions can be accomplished (e.g. strength accounting, replacement operations, essential personnel services,

## WHAT:

Restructuring management, postal organizations and workforce to be

ready and waiting for arrival of the Objective Force

- New Personnel Companies and Battalions supporting Corps and below - FY08
- Eliminating Theater PERSCOMs (developing new replacement structure)
- PERSCOM & ARPERSCOM begins merging into HR Command starting Oct 07
- Consolidating MOSs
- Merging MOSs



MOS

# Manning

## WHY:

- Posture the Army personnel system to meet demands of the 21<sup>st</sup> Century
- Improve how we manage, retain and develop our workforce
- Enhance the overall readiness of the force through stabilization and providing opportunities to workforce to

## WHAT:

~~develop and advance~~  
**Comprehensive evaluation of all strategic manning policies that impact how we manage our people throughout the personnel life-cycle**

- Unit Manning: SBCT in Alaska in FY04, then Army-wide
- Recruiting: multi-COMPO, increased point-of-sale choices
- “Continuum of Service”: effectively employ our force, active and reserve, across the full range of operational requirements
- Civilian Personnel Management: - broad Pay Bands - (Pay linked to performance, contributions, and competencies)
- Army workforce Central Management: assignments, training and education, promotions (Consolidated Report (including military) - Oct 03)
- Army Civilian Leader Corp (ACLC): establishes career tracks & process for central management (Institutional Support, Logistics, Info Tech, Science & Engineering, Medical Support...)

# Well-Being

## WHY:

- Ensure soldiers & their families enjoy a quality of life commensurate with that enjoyed by most Americans.
- Provides the vehicle to focus on and resource quality of life as a priority.
- Institutionalize well-being by Sep 03
- Embed well-being in PPBES and across the PEGs
- Integrate well-being across multiple proponents; e.g., G-1, OTSG, ACSIM, etc.
- Improve: health-care infrastructure, community recreation programs & facilities
- Eliminate inadequate barracks & family housing
- Conduct comprehensive legislative & policy review
- Spouse employment: partner with industry for jobs & with DOD for a spouse
  - employment pilot; increase opportunities through programs and legislation
- Establish reliable feedback mechanism on effects of well-being

*Holistic view of well-being programs across the army*

# Training & Leader Development

## WHY:

- Enhance soldier and leader development and improve individual, unit, and organizational readiness.

## WHAT:

- **Implementation of 232 ATLDP recommendations will improve Officer, Warrant Officer and NCO training and leader development**
- **Improvements in efficiency reports, promotion boards, guides, counseling aides, selection boards, training management process helping to improve readiness**

- **Assess 232 ATLDP recommendations and their impact on Unit**

**Manning / Rotational Manning (UM/RM). Most recent recommendations**

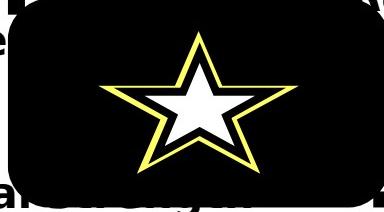
- **Incorporate recommendations into training programs**



# Well-Being End-State

An **integrated system** of **Well-Being initiatives** that:

- recognizes the **institutional needs** of The Army cannot be met without fostering self-reliance and meeting the **personal needs** and aspirations of its people;
- is **designed** and **resourced** to successfully account for the dynamic nature of The Army's **operational challenges** and America's **societal changes**;
- maximizes outcomes such as performance.



## ***Some Specific Means***

- ***Create a Cultural Change within The Army***
  - Synergy of Well Being Programs
  - Well-Being Structure
- ***Improve Army Retention Dynamics***
- ***Meet Objective Force Needs***
- ***Army Competitive Edge in Accessions***
- ***Senior Leaders Holistic Decisions on Well-Being Budget & Programs***
- ***Total Constituent Representation***



# Army Civilian Leader Corps (ACLC)

## ➤ Career Tracks

- ❖ Institutional Support
- ❖ Logistics & Acquisition Management
- ❖ Information Technology
- ❖ Science and Engineering Management
- ❖ Medical Support

## ➤ Central Management

- ❖ Selections (*boards*)
- ❖ Assignments (*assignment counselors*)
- ❖ Training & Development Account (T&D)
- ❖ Planned development (*degrees/assignments*)
- ❖ Incentives (*hiring/performance*)
- ❖ Mobility (*global/broader experience base*)

Investing in People

Building Tomorrow's  
Civilian Force

GS-12 and Above  
Supervisors  
Leaders  
Managers

The Blueprint to Maximizing  
Potential . . .

# National Security Personnel System (NSPS)

## Overview

- **Provides flexibility to manage DoD civilians--according to mission**
- **Preserves civil service principles and veterans' preference--in law**
- **Respects bargaining--in law**
- **Implements long-tested DoD flexibilities via DoD Best Practices Initiative**

## What's Next

- **Congressional Committees considering the language**
  - ❖ **Senate -**
    - ✓ **S1050 Silent on the provisions except personal services contracts**
    - ✓ **S1166 Offered by Senator Collins contains provision that limit flexibility**
  - ❖ **House - HR 1588 would provide most flexibility**
- **Five Hearings have been held; potential enactment this Fall**
- **Implementation over 2-year period**

# NSPS: Key Provisions of HR1588

- **OPM and DoD develop system together; DoD has override in areas of national security with Presidential decision**
- **Bargaining at the National Level**
  - ✓ 30-day for unions to review
  - ✓ If no agreement on language, additional 30 days of discussions with potential involvement of Federal Mediation and Conciliation Service
  - ✓ If no agreement, Congressional 30-day implementation delay
- **Performance Management System contains GAO recommended criteria**
- **Voluntary early retirement & separation incentives including installment payments for both RIF and restructuring**
  - ✓ \$25,000 payment
  - ✓ Reemployment restriction
  - ✓ VERA rules - 50 years old with at least 25 years of service

# NSPS: Key Provisions of HR1588

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(Cont.)

- **Dual comp waiver for re-employed annuitants**
- **Attracting highly qualified experts**
  - ✓ **Basic pay limited to Senior-level pay**
  - ✓ **Appointment for up to 5 years (1 year extension)**
  - ✓ **Bonus - up to \$50,000 or 50% of basic pay**
- **Employment of older Americans**
  - ✓ **No impact on retirement**
  - ✓ **Two-year appointment**
- **Special pay and benefits for certain employees outside the US**
- **Personal Svcs Contracts - moved to acquisition section of transformation proposal**
- **Waiving Chapters: Classification; Pay Rates and Systems; Pay Admin; Premium Pay; Labor-Management Relations; Adverse Actions; Appeals**
- **Personnel Management Flexibilities regarding recruitment, reassignment, promotion and retention**



**Support to the  
Warfighter**

# Backups

# Army Training & Leader Development Panel

(ATLDP- Civilian Study)

- Gathered input from over 40,000 civilians & soldiers (include SES and GO) via written and on-line surveys, focus group sessions & interviews
- Major Recommendations:
  - ✓ Moving proponency for civilian leader development from G-1 to G-3
  - ✓ Civilian Advisory Board (Civilian Advocate to CSA)
  - ✓ Civilian Education System (CES) vs. current system
  - ✓ Broader Deeper Career Management System
- All recommendations approved for work by the Implementation Process Action Team (IPAT)
- Final report posted on the Army homepage
- IPAT convened at Ft Belvoir, VA - 5-17 Apr 03

# Strategies for Workforce Replenishment

- Continue to seek statutory hiring & pay flexibilities
- Implement ATLDP recommendations
- Implement ACLC (Army Civilian Leader Corps)
- Ramp intern program to 1900+ and execute fully
- Fund apprentice programs where Army needs the skills (e.g., welders)
- Monitor intake to balance workforce age

# Transforming the Civilian Workforce

## Current

### *Antiquated Systems*

- Rigid Job Classification and Compensation

- Limited Hiring/Selection Authorities

- Stove-piped Development of Army Civilians

## Needed

- Pay linked to
  - Performance
  - Contributions
  - Competencies

- Competitive Hiring Capabilities

- Broad Track Civilian Leader Development Programs

## Proposed

### *HR Systems*

- Broad Pay Bands
  - Flexible Compensation
  - Rank in Person
- Responsive Recruitment Rules
  - Direct Hire Authority
  - Eliminate Rule of Three
- Army Civilian Leader Corp (ACLL) Central Management
  - Assignments
  - Training & Education

# Well-Being in 2015 (Draft)

Characteristics)

- “Program Management” must refocus on all 8 constituents
- “Program Delivery” must become community focused - both on & off installations
- “Program Effectiveness” must meet Army’s institutional needs
- Predictive capabilities in meeting changing societal needs
- Information-centric operations
- “Program Effectiveness” tied to Readiness
- Seamless APF & NAF budget support to appropriate People

## Programs

- Able to quickly reprioritize and reallocate resources across all People Programs
- Increased effectiveness in programs provided to all constituents
- Know current status and effectiveness of all WB programs at any

# Army Well-Being

The **personal** -- physical, material, mental, and spiritual -- **state** of **Soldiers, retirees, veterans, civilians**, and their **families** that contributes to their **preparedness to perform and support the Army's mission**

- Holistic, systems approach utilizing standards, metrics and performance measures
- Strategically encompasses the entire Army
- Focused on Readiness...Self-Reliance
- Acknowledges the entire breadth of individual aspirations
- Oriented on consistent standards...measure effect, not

